Supervisor reactions to avoidance job crafting

Fong, Christine Yin Man; Tims, Maria ; Khapova, Svetlana; Beijer, S.E.

Published in:
Applied Psychology: An International Review

DOI:
10.1111/apps.12273

Publication date:
2021

Document Version
Publisher's PDF, also known as Version of record

APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW, 2021, *70* (3), 1209–1241
doi: 10.1111/apps.12273

Supervisor Reactions to Avoidance Job Crafting: The Role of Political Skill and Approach Job Crafting

Christine Yin Man Fong*

Maria Tims

Svetlana N. Khapova

Susanne Beijer

Vrije Universiteit Amsterdam, The Netherlands

Avoidance job crafting refers to employees proactively changing work boundaries by reducing tasks and/or interactions with others. Although avoidance job crafting may help employees to address work demands, if noticed by others, specifically supervisors, it may trigger negative reactions from them. While previous research posits that job crafting is largely unnoticed by supervisors, using a dyadic supervisor-employee study (N = 141 dyads), we found that supervisors were in fact aware of their employees' avoidance job crafting, which related to a reduction in supervisor support. This relationship was moderated by employee political skill (but not approach job crafting), such that high avoidance job crafting in combination with high political skill resulted in fewer negative outcomes, presumably because supervisors were less likely to notice their employees' avoidance job crafting. In a second, vignette study (N = 92 supervisors), we experimentally replicated the relation between observed avoidance job crafting and negative supervisor reactions, and found that this relation can be explained by supervisors perceiving avoidance job crafting as destructive work behavior. Our findings introduce the supervisor perspective to the job crafting literature and highlight the importance of engaging in avoidance job crafting in a skillful way that aligns with the external context.

* Address for correspondence: Christine Yin Man Fong, Department of Management and Organisation, Vrije Universiteit Amsterdam, De Boelelaan 1105, 1081 HV Amsterdam, The Netherlands. Email: yinmanfong@msn.com

The second author of this paper received a grant from the Netherlands Organisation for Scientific Research (NWO; 451-16-022).

INTRODUCTION

Job crafting is defined as a job design strategy that involves optimizing job demands and job resources with the aim to increase one's well-being and performance (Bruning & Campion, 2018; Tims, Bakker, & Derks, 2012). Zhang and Parker (2019) have recently reviewed the job crafting literature and suggested that all forms of job crafting can be classified as two types: approach and avoidance job crafting. Approach job crafting, defined as crafting activities to achieve positive end states (Zhang & Parker, 2019), has been found to have significant positive associations with important work outcomes (e.g., work engagement, job performance, and job satisfaction). However, avoidance job crafting, defined as crafting activities to move away from negative end states (Zhang & Parker, 2019), has been found to have mainly negative and sometimes non-significant relationships with employee or organizational outcomes (see literature reviews of Lazazzara, Tims, & De Gennaro, 2020 and Zhang & Parker, 2019 and meta-analyses of Lichtenthaler & Fischbach, 2019 and Rudolph, Katz, Lavigne, & Zacher, 2017). These findings are in sharp contrast with theoretical expectations because avoidance job crafting has been theorized to help individuals dealing with demanding work situations (Zhang & Parker, 2019). We theorize that this contrast can be explained by the pervasive focus on the employee in current job crafting studies. Using self-reports of job crafting and job crafting outcomes (e.g., Bruning & Campion, 2018; Mäkikangas, 2018; Tims, Bakker, & Derks, 2015), avoidance job crafting has been related to a decrease in job resources and challenging job demands and work engagement, which has been interpreted as the reason why avoidance job crafting impairs employee well-being and performance (e.g., Petrou et al., 2015). However, these conclusions are based on correlational data and no mechanism has been identified yet that can explain why avoidance job crafting has a negative impact on employee well-being and performance. The current paper aims to address this lack of understanding by focusing on the role of negative social consequences of avoidance job crafting.

Studying these negative social consequences of avoidance job crafting is by itself important because these consequences are often unintended, and uncovering them can help employees to take them into account when crafting their job. Theoretically, this study may shed light on why avoidance job crafting associates differently with important outcomes compared to approach job crafting. We suggest that especially with avoidance job crafting behaviors, important others, such as supervisors, can be expected to react to these behaviors and can affect the effectiveness of proactive behavior (Grant, Parker, & Collins, 2009; Tims & Parker, 2020). However, little is known about supervisors' knowledge of employees' job crafting behaviors and how they respond to these behaviors. By introducing a supervisor perspective to the literature on job crafting, we incorporate how supervisors view and react to avoidance

job crafting. This may provide a much-needed explanation as to why this form of job crafting is associated with negative outcomes, even though all job crafting behaviors are self-serving. By assessing job crafting from the individual perspective, we capture the self-oriented behavior but then examine to what extent supervisors also perceive and react negatively to avoidance job crafting, due to the withdrawal component in it.

To theorize how supervisors respond to avoidance job crafting, we rely on the framework of wise proactivity (Parker, Wang, & Liao, 2019). This framework proposes that proactive behaviors are most likely to be effective when the actor balances individual needs, task needs, and interpersonal needs while engaging in proactive behaviors. From this perspective, avoidance job crafting may be in line with the individual's needs but misaligned with the needs of the task and social context. Supervisors, who are responsible for managing employees in a way that these three aspects are balanced, may provide important insights in this process. However, supervisor perceptions of job crafting remain unknown because job crafting has been positioned as a type of behavior that is unseen by others: "Much of what they [job crafters] do may be invisible to managers, supervisors, and coworkers" (Wrzesniewski & Dutton, 2001, p. 187). Even though this notion has been commonly cited and used to build arguments in previous research (e.g., Lyons, 2008; Tims & Bakker, 2010), it has not been empirically verified.

Given that this is a central proposition in our study, we provide a first examination of the visibility of job crafting to supervisors and indeed found that supervisors report having observed these behaviors in Study 1. A second contribution of this study is that we examine, in line with the recommendation by Rofcanin et al. (2018), an unintended consequence of avoidance job crafting which is decreased supervisor support for the employee. While job crafting theory assumes that job crafting results in a better job for the employee, we suggest that others who observe avoidance job crafting can react negatively to the job crafter (cf. Tims & Parker, 2020). This perspective on job crafting has so far been overlooked and we argue and show that it may be the reactions of others that can provide insight into the inconsistent findings with regard to the outcomes associated with avoidance job crafting.

Finally, we contribute to job crafting theory by testing two moderators that may buffer the supervisor's reaction to avoidance job crafting. First, political skill—referring to the ability to use knowledge about others to influence them such that they act according to one's own goals (Ferris et al., 2005)—reflects a characteristic of an actor that can help them to navigate the social environment to improve the effectiveness of proactivity (Parker et al., 2019). Such an interpersonal skill can be helpful because proactive behavior can impact the actor's social environment and can therefore be risky (Grant & Ashford, 2008). Thus, we examined whether employee political skill can help to prevent

decreased support from the supervisor by influencing the supervisor's perception of employees' crafting behaviors. Second, we examined if approach job crafting can help to reduce the negative reaction to avoidance job crafting. Building on the notion that employees can engage in different forms of job crafting simultaneously (Makikangas, 2018; Parker et al., 2019), we contribute to the literature by studying whether supervisors respond less negatively to avoidance job crafting, when they also observe the employee engaging in approach forms of job crafting (see Zhang & Parker, 2019).

THEORETICAL BACKGROUND

Job crafting represents employee-initiated changes to one's job design and is originally defined as employees proactively changing the task, relational, and/or cognitive boundaries of their jobs according to their own abilities and needs (Wrzesniewski & Dutton, 2001). Later studies adopted the Job Demands-Resources model and view job crafting as a job design strategy that involves optimizing job demands and job resources with the aim to increase one's own well-being and performance (Tims et al., 2012). Job demands refer to aspects of the job that require the employee's effort, whereas job resources are aspects of the job that help the employee to deal with the job demands, allow the employee to learn and develop oneself, and can buffer the negative consequences associated with prolonged exposure to high job demands (Bakker & Demerouti, 2017). Following the approach and avoidance structure of job crafting (Zhang & Parker, 2019), we refer to increasing structural job resources (e.g., initiating opportunities for professional development), increasing social job resources (e.g., generating feedback from colleagues and/or supervisors), and increasing challenging job demands (e.g., increasing one's involvement in interesting projects) as approach behavioral job crafting (henceforth approach job crafting), and decreasing hindering job demands (e.g., avoiding difficult tasks and social interactions at work) as avoidance behavioral job crafting (henceforth avoidance job crafting).

Different from approach job crafting and in contrast with theoretical expectations, avoidance job crafting has been found to have non-significant or negative relationships with important outcomes, such as work engagement, job satisfaction and performance (Lazazzara et al., 2020; Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017). Zooming in on this form of job crafting and trying to increase our understanding of why it shows inconsistent relations with theoretically relevant outcomes, we rely on the wise proactivity framework suggested by Parker et al. (2019), which identifies three categories that can affect the effectiveness of proactive behavior. These three categories reflect self-regulatory considerations, social and relational considerations, and task and strategic considerations. Employees are considered to engage in "wise proactivity" when they approach each of the three factors in

a balanced way. In other words, when their proactive behavior is effective for themselves, the tasks, and others, it is considered as wise, and therefore most likely an effective, proactive behavior.

Within this framework, we theorize that avoidance job crafting may decrease supervisor support because it is challenging for the employee to engage in avoidance job crafting in a way that balances all three contexts. To illustrate, in line with job crafting theory, avoidance job crafting can be considered as a beneficial change at the self-regulatory (i.e. intrapersonal) level. That is, employees should consider whether the goal of their job crafting is in line with their interests, abilities and resources. Given that avoidance job crafting is motivated by an individual's needs (Wrzesniewski & Dutton, 2001) and can allow the individual to conserve resources (Zhang & Parker, 2019), this form of job crafting is in line with the self-regulatory consideration. However, considering avoidance job crafting at the social and the task level, it can be argued that this form of job crafting might not be "wise". Specifically, with regard to the task and strategic context, avoidance job crafting involves reducing work tasks and/or relationships that may be important to one's job and hence avoiding these aspects may result in a misalignment with the task context, thus affecting the functioning of the team. With regard to the social context, because avoidance job crafting focuses on reducing hindering job demands for oneself (i.e. it is individually oriented), this form of crafting can be expected to affect others. Indeed, avoidance job crafting has been found to relate to higher colleague-reported workload as well as higher conflict among colleagues (cf. Tims et al., 2015). Taken together, avoidance job crafting may serve the individual (i.e. wise at the intrapersonal level) but it may not serve the broader social and task context surrounding the job crafter (i.e. unwise at the interpersonal and/or extrapersonal level). Based on this insight, we propose that avoidance job crafting may represent an unwise proactive behavior, particularly when seen from the perspective of supervisors. A supervisor is responsible for the employee's performance by focusing on the individual, task, and social context in which his/her employees work. Given that avoidance job crafting focuses on the individual and is less likely to focus on the other two aspects, a supervisor who perceives avoidance job crafting as misaligned with the task and social context, is likely to react negatively to these behaviors.

The Visibility of Avoidance Job Crafting

Although we argue that supervisors will be able to observe avoidance job crafting, Wrzesniewski and Dutton (2001) suggested that job crafting goes largely unnoticed by supervisors. However, as supervisors interact with their employees (e.g., guide, monitor, evaluate), it is possible that supervisors are

aware of the job crafting behaviors occurring in their work group. For example, when an employee avoids interacting with a difficult customer or a demanding task, this unaddressed social interaction or work task may need to be carried out by other colleagues, or remains unfinished, which can disturb the workflow of the job crafters' work team. A supervisor may observe the behavior of the employee when walking by or may hear from others that the employee avoids customers or tasks. Moreover, it is plausible that at times the supervisor can become the target of avoidance job crafting. For example, in a qualitative study conducted by Berg, Wrzesniewski, and Dutton (2010), an employee reported to craft his/her job by avoiding meetings with the supervisor. In this case, the supervisor is the target of avoidance job crafting, making it even more likely that the supervisor notices such behavior.

Furthermore, negative behaviors performed by employees attract supervisors' attention because they may deviate from their expectations or norms (Skowronski & Carlston, 1989). Although we do not posit that supervisors notice all avoidance job crafting behaviors, it is likely that job crafting behaviors are visible to supervisors to a certain extent. If an employee's avoidance job crafting is indeed visible to her/his supervisor, there should be a positive association between self-rated and supervisor-rated employee avoidance job crafting. As this is an important assumption in our studies, we first examine this relationship:

> *Hypothesis 1*: There is a positive association between self-rated and supervisor-rated avoidance job crafting.

Supervisor Reactions to Avoidance Job Crafting: Social Support

When supervisors notice avoidance job crafting, we argue that they would react negatively to it. Parker and colleagues (2019) suggested that proactive behaviors that emphasize negative aspects such as harmfulness and failure (vs. positive aspects such as opportunities), and are individually oriented (vs. team-oriented), are more likely to disturb interpersonal relationships. Applying this reasoning to avoidance job crafting, both conditions seem to be present: employees avoid certain tasks or interactions which serve them but likely not the broader task and social context given that they may be core aspects of one's job. This is because on the one hand engaging in avoidance job crafting likely serves the employees by reducing their immediate job demands, on the other hand it likely means that they contribute less to their work group. For example, a study has shown that engaging in avoidance job crafting can increase the workload and burnout of colleagues, as well as conflict in the

workplace (Tims et al., 2015). Because avoidance job crafting decreases the contribution of the employee and may disrupt the workflow and functioning of colleagues, it is likely to be interpreted as egocentric behavior that serves the individual but not the task and social context. Taken together, we propose that avoidance job crafting is likely to be responded to negatively by supervisors.

This hypothesis is also in line with the literature on the third party perspective of proactive behavior which found that when i-deals (i.e. employees negotiating idiosyncratic employment arrangements with their supervisors) are noticed by colleagues, they may react by forming a negative social relationship with the employee (Ng, 2017), or colleagues complain as an attempt to hinder the i-deal, especially when the i-deal is judged to be unfair (Marescaux, De Winne, & Sels, 2019). This line of research suggests that when supervisors observe employees engaging in proactive behaviors, this would trigger the supervisors to react negatively to the employees. Similar to these proactive behaviors, job crafting also challenges the status quo (Tims et al., 2012), and can therefore attract the attention of, and reaction from observers.

Negative supervisor reactions may be evidenced by negative interpersonal behavior targeted at the job crafter, such as a decrease in supervisor social support (Duffy, Ganster, & Pagon, 2002), which refers to behaviors that assist an individual to reach his/her work goals. Given that avoidance job crafting is used to achieve a personal goal at work (e.g., less difficult interactions or tasks), supervisors who are responsible for regulating employees' behavior at work, can be expected to respond negatively to avoidance job crafting to prevent the job crafter from reaching his/her goal.

Hypothesis 2: Supervisor-rated avoidance job crafting is negatively associated with supervisor-rated social support.

Hypothesis 3: Supervisor-rated avoidance job crafting mediates the relationship between employee-rated avoidance job crafting and supervisor-rated social support.

The Moderating Role of Employee Political Skill

The above focuses on how supervisors who observe avoidance job crafting will react to these behaviors. However, when focusing on interpersonal processes, aspects of both the observer and the actor are relevant to consider. Turning to an actor characteristic that might be influential in the context of proactive behavior, being able to read and understand how one's behavior can be seen and acted on by others, helps one to be strategic in one's proactive behaviors to increase their effectiveness (Parker et al., 2019). Political skill is identified as such an actor characteristic that might help them in navigating

and impacting the social environment. This is an important skill as proactive behavior can be risky (Grant & Ashford, 2008), particularly avoidance job crafting. Political skill is defined as "the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ferris et al., 2005, p. 127). Political skill consists of four characteristics: social astuteness, interpersonal influence, apparent sincerity, and networking ability (Ferris et al., 2005). Social astuteness refers to the ability to understand the behavior of oneself and others, as well as social interactions. Interpersonal influence refers to the ability to adapt one's own behavior to different situations to trigger desired responses from others. Apparent sincerity refers to one's ability to modify how others interpret and label their own behaviors by gaining their trust so that one's behaviors are not perceived as manipulative. Finally, networking ability refers to the ability to develop one's interpersonal network at work.

Socially adept individuals may understand that avoidance job crafting could lead to negative social interactions with supervisors and are likely motivated to prevent this from happening. Employees with high political skill might be able to recognize that avoidance job crafting will not always be welcomed by their supervisors (i.e. social astuteness) and that this form of proactivity can therefore be harmful to their relationship with their supervisor. In line with the work of Parker and colleagues (2019), political skill allows employees to influence the social environment in such a way that their supervisor may perceive the avoidance crafting behavior less negatively as would have been the case when the employee had low political skill. For example, a highly politically-skilled employee may utilize his/her interpersonal influence to determine how much of their avoidance job crafting behaviors is perceived by the supervisor. In this influence process, their apparent sincerity helps to gain supervisor trust, which is helpful to their influence attempt. To illustrate how political skill may help to cover avoidance job crafting, we again use the example from Berg et al.'s study (2010, p. 166), where an interviewee mentioned that "I've tried to limit some interaction with my supervisor… sometimes if it's a meeting that I know could be much shorter, and I know it will go longer, I may schedule another meeting like an hour after that meeting starts so that we have to finish it up." This interviewee engages in avoidance job crafting by decreasing interactions with the supervisor. High political skill allows this employee to recognize the need to influence the supervisor's perception of his/her avoidance job crafting and adapts his/her behavior accordingly. The supervisor may interpret the behavior in a way that is favorable to the employee (e.g., as hard-working) instead of avoiding meetings.

This leads us to expect that employees with high political skill may be able to prevent the negative reaction from supervisors when engaging in

avoidance job crafting. Guided by the organizational political perspective, research has shown that political skill moderates the relationship between proactivity and performance. For example, when political skill is high, the positive relationship between proactivity (i.e. proactive personality: Sun & Van Emmerik, 2015; Jawahar & Liu, 2016; and personal initiative: Wihler, Blickle, Hochwarter, & Ferris, 2017) and job performance is stronger. While these studies emphasized that political skill can enhance the positive effect of being proactive, we examine whether political skill can prevent negative consequences (i.e. lower support from supervisors) of avoidance job crafting. Thereby, and in line with job crafting theory, increasing the effectiveness of the behavior for themselves.

Taken all together, we suggest that employee political skill (i.e. social astuteness, interpersonal influence, and apparent sincerity)[1] can help avoid a negative reaction to one's avoidance job crafting by influencing how their supervisor perceives their crafting behaviors. We thus expect that political skill moderates the relationship between self-rated avoidance job crafting and the supervisor's perception of employee avoidance job crafting, which, in turn, can prevent the negative supervisor reaction. The proposed model is illustrated in Figure 1.

Hypothesis 4: Political skill moderates the relationship between employee-rated avoidance job crafting and supervisor-rated avoidance job crafting, such that the relationship is weaker when political skill is high.

The Moderating Role of Supervisor-Rated Approach Job Crafting

While we suggest that avoidance job crafting is likely to associate with less supervisor support, we argue that approach job crafting may buffer this negative relationship. Parker et al. (2019) indicated that "being wise by taking account of the task and social context might sometimes mean engaging in multiple forms of proactivity simultaneously" (p. 238). Applying this notion to our theorizing, being wise in avoidance job crafting may mean simultaneously engaging in approach job crafting to compensate for avoidance job crafting. Approach job crafting emphasizes positive aspects and may be seen as less

[1] Networking ability was not included in our study because this aspect of political skill is broader than the dyadic employee-supervisor relationship, which is not the focus of this study. Furthermore, previous research did not find support for networking ability as a moderator in the relationship between proactive personality and performance outcomes (Sun & van Emmerik, 2015), while they did find support for the moderating role of social astuteness, interpersonal influence, and apparent sincerity in their study.

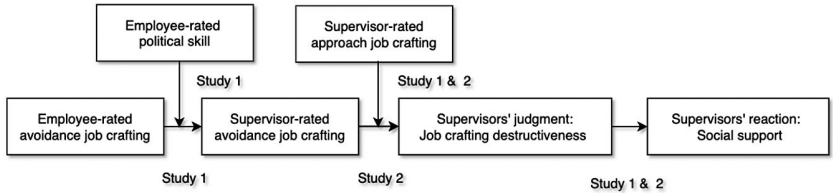

FIGURE 1. Proposed research model combining Study 1 and Study 2

individual-oriented. These forms of job crafting are related to increased job resources, such as autonomy and personal development (e.g., Tims, Bakker, & Derks, 2013; Van den Heuvel, Demerouti, & Peeters, 2015), which are seen as beneficial aspects that likely translate into higher work engagement and better performance (Bakker, Tims, & Derks, 2012; Lichtenthaler & Fischbach, 2019). Approach job crafting can therefore serve both the individual and the work group and may be less likely to be seen as a behavior that is only beneficial to the self. To illustrate this argument, when a job crafter increases his/her challenging job demands by initiating a new project, this will lead this person to have an additional work task, which directly increases the contribution of the job crafter at work. Also, increasing structural and social job resources (e.g., developing new skills, seeking feedback from others) requires the crafter to spend effort in better equipping themselves for work tasks, which may also be perceived as an increased contribution at work.

We therefore theorize that approach job crafting is a type of proactive behavior that can buffer the negative impact of avoidance job crafting on supervisor support. In other words, a supervisor who observes the job crafter engaging in both avoidance and approach job crafting, may be more likely to support the employee because the combination of the two forms of job crafting signals that the individual tries to optimize his/her work instead of only reducing it. In support of this argument, Mäkikangas (2018) has shown that avoidance job crafting is not necessarily a single behavior but can co-occur with approach job crafting. Specifically, she examined the concept of job crafting profiles and found that the majority (94%) of the participants were "active job crafters", engaging in both avoidance job crafting and approach job crafting at the same time, while the remaining participants were classified as "passive job crafters", who engaged only in avoidance job crafting. The active job crafters reported higher levels of work engagement than the passive job crafters. This finding emphasizes that it is important to consider combining forms of job crafting when examining the consequences of these behaviors. It is likely that a supervisor responds to these two types of crafters differently because active job crafters may exemplify a process of work optimization, in which they invest resources at work and take away factors that

hinder their work, whereas passive job crafters may exemplify a withdrawal process (cf. Bruning & Campion, 2018; Zhang & Parker, 2019). Thus, when observing a particular employee engaging in both avoidance and approach job crafting, the supervisor may generate a less negative reaction to the avoidance job crafting compared to when the supervisor perceives the employee to engage in avoidance job crafting only.

> *Hypothesis 5*: Supervisor-rated approach job crafting moderates the relationship between supervisor-rated avoidance job crafting and supervisor-rated social support, such that the relationship is weaker when supervisor-rated approach job crafting is high.

Taken together, we introduce a supervisor perspective to the job crafting literature to gain a better understanding of the visibility of avoidance job crafting and why avoidance crafting may be negatively related to important interpersonal outcomes, such as supervisor support. Job crafting research proposes that individuals change their job characteristics such that the job better reflects their idiosyncratic skills, preferences, and needs. The supervisor perspective may shed light on how witnessing individual job crafting may have implications for how the job crafter is treated by the supervisor. When engaging in avoidance job crafting, individuals proactively change task and/or social relationships at work, which may be responded to negatively by supervisors who are responsible for monitoring these work processes and behaviors. However, employees who are skillful in handling social relationships (i.e. those with high political skill) and who not only engage in avoidance crafting but also in approach crafting may be able to buffer the negative relationship between avoidance job crafting and supervisor support. We thus examine a moderated mediation model, such that:

> *Hypothesis 6*: Political skill and supervisor-rated approach job crafting moderate the mediated relationship between employee-rated avoidance job crafting, supervisor-rated avoidance job crafting and supervisor-rated social support. Specifically, the mediated relationship will be significant when political skill and supervisor-rated approach job crafting are low, but non-insignificant when the two moderators are high.

METHODS OF STUDY 1: DYADIC FIELD STUDY

Participants and Procedure

Data were collected during a third-year undergraduate program in which 76 students were instructed to collect data as part of their assignment in a

quantitative research course in the Netherlands. After receiving training in data collection and research ethics, students received instructions to recruit three to five employees via their social networks. The data collection did not directly impact the students' grade, but they used the data for their assignment. Data collection via undergraduate student networks allowed the recruitment of employees from different organizations which increases the generalization of results (Demerouti & Rispens, 2014). Participation was voluntary. Two groups of students engaged in the data collection, each with a slightly different procedure. The first group of students was instructed to send the survey link to employees in their network. After receiving the survey link from the students, participants were instructed to provide their supervisor's details (i.e. name and email address) in the survey, so that supervisors were automatically invited on behalf of the employee using a separate survey link and an unique code with which we could link their surveys (N = 92 dyads). The second group of students made a list of employee-supervisor dyads with their names and contact details and the first author then distributed the surveys to the dyads (N = 49 dyads). A statistical comparison of the two groups did not reveal any statistical differences on the study variables.

Several steps were taken to establish the quality of the dyadic data. First, we checked whether the dyads consisted of different people (and not one person sending the survey to oneself) by checking the names that they provided to us. We found no such cases. Second, we examined whether the email addresses were personal email addresses. For example, we can expect someone named Nancy Lee to have an email address of nancy.lee@xyz.com, n.lee@xyz.com or n.l.@xyz.com, but not info@xyx.com. Seven dyads did not pass this test. We examined whether deleting these dyads from the dataset would result in different study findings. This was not the case and we therefore kept them in the overall data. Third, we randomly selected 10 percent of the dyads and we are able to find information about them on online profiles. Moreover, we excluded five employee surveys and two supervisor surveys with heavy missing data. As a result, 200 employees completed our survey and 141 of them successfully invited their supervisors, resulting in 141 dyads (response rate of 70.5%). We compared employee data of those who successfully invited their supervisors with those who unsuccessfully invited their supervisors and the two groups did not score significantly different on the studied variables.

Of the respondents, 47.5 percent of the supervisors and 54.6 percent of the employees were female. The mean age of supervisors was 38.53 years (SD = 12.32), and the mean age of employees was 29.38 years (SD = 10.41). Regarding educational levels, 80.2 percent of supervisors and 64.5 percent of employees had completed a university degree or higher. On average, supervisors worked with their employees for 2.33 years (SD = 2.83). Supervisors worked for an average of 8.74 years (SD = 9.24) in the current company,

whereas employees worked for an average of 3.44 years (SD = 4.80) in the current company. Supervisors worked on average 39.41 hours per week (SD = 9.78), whereas employees worked on average 30.45 hours per week (SD = 11.47). Participants were employed in a variety of industries, such as business (14.9%), trading (10.6%), hospitality (9.9%), and healthcare (8.5%).

Measurement Instruments

Avoidance Job Crafting. Employee avoidance job crafting was assessed with a 6-item subscale of the job crafting scale developed by Tims et al. (2012) and was rated by both the employee and the supervisor. In the employee survey, the items were directly copied from the original scale. In the supervisor survey, we adapted the items to specifically refer to the employee. For example, we changed the item "I make sure that my work is mentally less intense" to "This employee makes sure that his/her work is mentally less intense." Response options ranged from 1 (*never*) to 5 (*very often*). Reliability estimates of the scales used in Study 1 are reported in Table 1. All reliability coefficients were .70 or higher.

Approach Job Crafting. Approach job crafting was assessed in the supervisor survey with a 14-item subscale of the job crafting scale developed by Tims et al. (2012). We adapted the items to specifically refer to the employee. For example, we changed the item "I try to learn new things at work" to "This employee tries to learn new things at work." One item ("I try to make my work more challenging by examining the underlying relationships between aspects of my job") was deleted because this item is difficult to be assessed by supervisors. Response options ranged from 1 (*never*) to 5 (*very often*).

Political Skill. Employees rated their political skill with 12 items from the three subscales (i.e. social astuteness, interpersonal influence, apparent sincerity) of the political skill inventory (Ferris et al., 2005). Example items of social astuteness, interpersonal influence, and apparent sincerity, are, respectively, "I always seem to instinctively know the right things to say or do to influence others", "I am good at getting people to like me", and "It is important that people believe I am sincere in what I say and do." Participants rated the items on a 7-point scale, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

Supervisor Support. To measure supervisor support, we used a 9-item scale from Greenhaus, Parasuraman, and Wormley (1990). An example item is "I keep this employee informed about different career opportunities for him/her in the organization." Response options ranged from 1 (*strongly disagree*) to 5 (*strongly agree*).

TABLE 1
Correlations, Means and Standard Deviations of Studied Variables of Study 1

	M	SD	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
1. Self-rated AVJC	2.10	0.82	(0.87)									
2. Supervisor-rated AVJC	1.95	0.73	0.33**	(0.84)								
3. Political skill	5.57	0.69	−0.17*	−0.08	(0.88)							
4. Supervisor-rated APJC	3.22	0.58	−0.00	0.23**	−0.003	(0.86)						
5. Social support	3.85	0.37	−0.17*	−19*	0.03	0.41**	(0.69)					
6. Supervisor gender	1.48	0.50	−0.08	−0.09	0.18*	0.14	0.17*	–				
7. Employee gender	1.55	0.50	−0.29**	−0.09	0.25**	0.08	0.10	0.41**	–			
8. Supervisor age	38.53	12.32	−0.16	−0.24**	−0.01	0.02	0.07	−0.13	0.08	–		
9. Employee age	29.38	10.41	−0.19*	−0.17	−0.04	−0.04	0.06	−0.02	0.17*	0.54**	–	
10. Interaction frequency	4.23	0.74	−0.31**	−0.22**	−0.00	0.18*	0.28**	0.08	0.12	0.10	.010	–
11. Dyad years	2.33	2.83	−0.07	0.00	−0.15	−0.12	0.03	−0.05	0.02	0.40**	0.39**	0.09

Notes. $N = 141$. Alpha reliabilities are in parentheses on the diagonal. AVJC = avoidance job crafting. APJC = approach job crafting. Gender was dummy coded as 1 = male. 2 = female. Interaction frequency = frequency of interaction between supervisor and employee. Dyad years = years of working together. *M* = mean. *SD* = standard deviation. *$p < .05$; **$p < .01$. Two-tailed.

Control Variables. The frequency of interaction between the employee and the supervisor correlates with supervisor perceptions of employees, including their performance (Kacmar, Witt, Zivnuska, & Gully, 2003), innovative behavior (Wisse, Barelds, & Rietzschel, 2015) and ratings of Leader-Member exchange (LMX; Sin, Nahrgang, & Morgeson, 2009), thus we expect it may also influence the supervisor's perception of and reaction to avoidance job crafting. Based on this evidence, we control for interaction frequency in this study and measured interaction frequency with one item: "How frequently do you interact with this employee?" Response options ranged from 1 (*never*) to 5 (*very often*). Following previous studies that involve supervisor-rated outcomes (e.g., Carlson, Kacmar, Grzywacz, Tepper, & Whitten, 2013; Kacmar, Witt, Zivnuska, & Gully, 2003; Paglis & Green, 2002), we also controlled dyad tenure by asking: "For how many years have you been working with this employee?" Because years of working together did not correlate with any of the study variables, we only included interaction frequency as a control variable in our analyses. Moreover, because age (e.g., Witt, Kacmar, Carlson, & Zivnuska, 2002) and gender (e.g., Harris, Kacmar, & Zivnuska, 2007) can influence supervisor-rated performance, we also included these as control variables. Our results showed that age and gender of both supervisors and employees are significantly correlated with some of our study variables (see Table 1), but including them in our model did not change our results; thus, we present the results of the more parsimonious model.

Analysis Strategy

Confirmatory factor analyses (CFA) were conducted in Mplus (Muthen & Muthen, 2008) to examine the discriminant validity of our variables. According to the recommendations of Bentler and Chou (1987) and Landis, Beal, and Tesluk (2000), the parameters to sample size ratio should be 1:5. Due to the relatively high number of parameters compared to our sample size, items were parceled using the means of the subscales as indicators of the latent variable or by randomly creating parcels (Little, Cunningham, Shahar, & Widaman, 2002). Specifically, approach job crafting was modeled with three indicators (i.e. increasing social job resources, increasing structural job resources, and increasing challenging job demands), political skill was modeled with three indicators (i.e. social astuteness, interpersonal influence, apparent sincerity), social support contains nine items and does not contain any subscale, therefore we created three parcels for this construct by randomly assigning three items to each of these three indicators. Avoidance job crafting was modeled with the items as indicators of their latent variables because two-item parcels are less preferred (Little et al., 2002).

The proposed five-factor model (i.e. employee-rated avoidance job crafting, supervisor-rated avoidance job crafting, employee-rated political skill,

supervisor-rated approach job crafting, and supervisor-rated social support) showed acceptable fit to the data (χ^2 (179) = 255.65, $p < .001$; RMSEA = 0.06; CFI = 0.92; TLI = 0.91; SRMR = 0.07). All indicators loaded significantly on their intended latent variables. Our proposed model fits the data significantly better than two alternative models, including (a) a three-factor model in which supervisor-rated avoidance job crafting and employee-rated avoidance job crafting were combined into one factor (χ^2 (183) = 474.80, $p < .001$; RMSEA = 0.11; CFI = 0.71; TLI = 0.67; SRMR = 0.11, $\Delta\chi^2/\Delta df = 219.15/4$, $p < .01$), and (b) a two-factor model in which the first factor contained all employee-rated indicators and the second factor contained all supervisor-rated indicators (χ^2 (188) = 542.36, $p < .001$; RMSEA = 0.12; CFI = 0.65; TLI = 0.61; SRMR = 0.12, $\Delta\chi^2/\Delta df = 286.71/9$, $p < .01$). These results support the validity of the hypothesized model.

To test the proposed moderated mediation model, Model 21 of the SPSS Macro developed by Hayes (2017) was used. Model 21 represents a moderated mediation model in which two different moderators each affect a different path, reflecting our research model, in which the relationship between self- and supervisor-rated job crafting is moderated by political skill, while the relationship between supervisor-rated avoidance job crafting and supervisor-rated social support is moderated by supervisor-rated approach job crafting. Employee-rated avoidance job crafting, supervisor-rated approach job crafting and employee-rated political skill were mean-centered in the analysis to avoid multicollinearity (Preacher, Rucker, & Hayes, 2007). Moreover, we classified participants as having low (vs. high) political skill/approach job crafting when their scores were one standard deviation below (vs. above) the mean.

RESULTS OF STUDY 1

Descriptive Statistics and Correlations

The descriptive statistics of the variables are reported in Table 1. In line with our expectations, employee-rated avoidance job crafting was significantly positively correlated with supervisor-rated avoidance job crafting ($r = 0.33$, $p < .01$), and negatively with supervisor-rated social support ($r = -0.17$, $p = .04$). Supervisor-rated avoidance job crafting was significantly negatively correlated with supervisor-rated social support ($r = -0.19$, $p = .02$).

Hypotheses Testing

The regression results are shown in Table 2. Employee-rated and supervisor-rated avoidance job crafting were significantly positively related ($b = 0.24$, $p < .01$), supporting Hypothesis 1. Supervisor-rated avoidance job crafting

TABLE 2
Relationships Among Employee-Rated Avoidance Crafting, Supervisor-Rated Avoidance Crafting and Outcome, Moderated by Political Skill (Study 1)

	b	*se*	*t*	*p*	*LLCI*	*ULCI*
Outcome: Supervisor-rated avoidance JC						
Employee-rated AVJC	**0.24**	0.08	3.14	.00	0.09	0.38
Political skill	0.02	0.09	0.26	.80	−0.15	0.20
Employee-rated AVJC x Political skill	**−0.23**	0.10	−2.31	.02	−0.44	−0.03
Interaction frequency	−0.11	0.08	−1.38	.17	−0.28	0.05
Outcome: Social support						
Supervisor-rated AVJC	**−0.12**	0.04	−2.83	.01	−0.20	−0.04
Employee self-rated AVJC	−0.03	0.04	−0.71	.48	−0.10	0.05
Supervisor-rated APJC	**0.29**	0.05	5.78	.00	0.19	0.38
Supervisor-rated AVJC x APJC	−0.04	0.07	−0.64	.52	−0.17	0.09
Interaction frequency	0.06	0.04	1.53	.13	−0.02	0.12
Conditional indirect effect	Effect	SE			LLCI	ULCI
Political skill = −1SD	**−0.05**	0.02			−0.10	−0.02
Political skill = M	**−0.03**	0.01			−0.06	−0.01
Political skill = 1SD	−0.01	0.01			−0.03	0.01

Notes. *b* = unstandardized coefficient estimates, AVJC = avoidance job crafting, APJC = approach job crafting, Interaction frequency = frequency of interaction between supervisor and employee. Bold values indicate significant results.

was negatively associated with supervisor-rated social support ($b = -0.12$, $p < .01$), providing support for Hypothesis 2.

Hypothesis 3 proposed that supervisor-rated avoidance job crafting mediates the relationship between employee-rated avoidance job crafting and supervisor-rated social support. Bootstrap estimates (5,000) and a bias-corrected confidence interval (95%) were used to test the indirect effect. The indirect effect of employee-rated avoidance job crafting on supervisor-rated social support via supervisor-rated avoidance job crafting was significant ($b = -0.03$, 95% CI [−.06, −.01]), supporting Hypothesis 3.

Hypothesis 4 proposed that political skill moderates the association between employee-rated avoidance job crafting and supervisor-rated avoidance job crafting, such that this relationship is weaker when political skill is higher. The interaction term predicting supervisor-rated avoidance job crafting was indeed significant ($b = -0.23$, $p = .02$). The pattern of the moderation is presented in Figure 2. The relationship between employee-rated avoidance job crafting and supervisor-rated avoidance job crafting is stronger when political skill is low, relative to when political skill was high. Thus, Hypothesis 4 was supported. In terms of simple slopes, employee-rated avoidance job crafting is associated with supervisor-rated avoidance job crafting

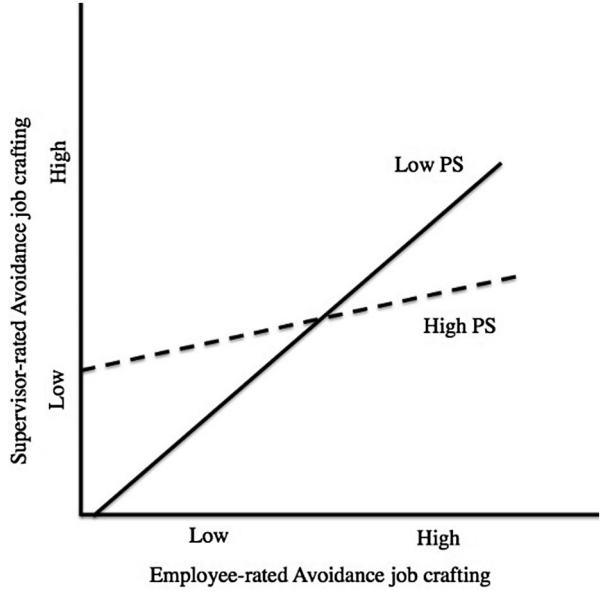

FIGURE 2. The moderating role of political skill on the relationship between employee-rated and supervisor-rated avoidance job crafting. Avoidance JC = avoidance job crafting. PS = political skill

when political skill is low ($b = 0.40$, $p < .001$), but this association became non-significant when political skill was high ($b = 0.07$, $p = .48$).

Hypothesis 5 proposed that supervisor-rated approach job crafting moderates the association between supervisor-rated avoidance job crafting and supervisor-rated social support, such that this relationship is weaker when supervisor-rated approach job crafting is higher. The interaction term predicting employee-rated social support was not significant ($b = -0.04$, $p = .52$), rejecting Hypothesis 5. Because supervisor-rated approach job crafting was not a significant moderator, we could not test Hypothesis 6, which concerned a moderated mediation model with both political skill and supervisor-rated approach job crafting as moderators.

Alternatively, we used supervisor-rated approach job crafting as a control variable, and examined the moderated mediation model, in which political skill moderates the mediated relationship between employee-rated avoidance job crafting and supervisor-rated social support via supervisor-rated avoidance job crafting. The results show that the relationship between employee-rated avoidance job crafting and supervisor-rated social support via supervisor-rated avoidance job crafting (Hypothesis 6) was significant when political skill was low ($b = -0.05$, 95% CI [−.10, −.02]) and equal to its mean

(b = −0.03, 95% CI [−.06, −.01]), and became non-significant when political skill was high (b = −0.01, 95% CI [−.03, .01]; *moderated mediation index* = 0.03, 95% CI [.01, .08]). Thus, Hypothesis 6 is supported, while controlling for approach job crafting.

DISCUSSION OF STUDY 1

The results of Study 1 provide general support for our proposed model in that we found a positive association between employee- and supervisor-rated avoidance job crafting, indicating that supervisors witness some of the employee's avoidance crafting behaviors. Furthermore, supervisor perceptions of avoidance job crafting were, in turn, associated with less supervisor support for these employees. We also found that employees who are sensitive to their social environment (i.e. high political skill) may find ways to prevent supervisors from observing their avoidance job crafting, which in turn resulted in less negative outcomes. Unexpectedly, we did not find support for the idea that supervisors would take employee approach job crafting behaviors into account when reacting to employee avoidance crafting.

Although we could analyze both supervisor- and employee-ratings in this study, the cross-sectional research design does not allow us to draw firm conclusions about causality. Another limitation of this study is that it does not provide insight into the mental process of why supervisors would react negatively when observing avoidance job crafting. To respond to these limitations, we conducted a vignette study among supervisors, which allowed us to provide better causal inferences and can reveal participants' mental processes that are difficult to study via a survey (Fast, Burris, & Bartel, 2014).

STUDY 2: VIGNETTE STUDY

The goal of this study was to first examine whether we could replicate the finding that observing avoidance job crafting will elicit a negative supervisor response (Hypothesis 2) and whether observed approach job crafting moderates this relationship (Hypothesis 5). Second, to shed light on the supervisors' mental process, we examined how the supervisor evaluated the employees' job crafting behavior as an explanation for their response to the job crafter. Guided by social exchange theory, previous research has shown that when proactive behavior is judged to be constructive, supervisors would react positively to these behaviors. The opposite was found for proactive behaviors that were evaluated to be destructive (Grant et al., 2009; Whiting, Maynes, Podsakoff, & Podsakoff, 2012). Likewise, we propose that the judgment of whether avoidance job crafting is constructive may explain the effect of avoidance job crafting on supervisor support. Avoidance job crafting involves individuals decreasing work tasks and relationships. This behavior may be

seen as having minimal instrumental value from a supervisor's viewpoint, and may even impair the functioning of the work group, especially when the work tasks and relationships that the crafter avoids are important. Thus, we examine whether those supervisors who judged job crafting to be destructive may be more likely to respond negatively to the job crafter.

Hypothesis 7: The effect of avoidance job crafting on supervisor social support is mediated by a supervisor's perception of job crafting as destructive.

METHODS OF STUDY 2

Materials

To facilitate easy imagination, we created a vignette that described a work situation with which most people are likely to have some experience, namely a restaurant setting. The participants were instructed to imagine they were a restaurant manager and one of their tasks is to supervise a recently hired server, called Chris. Adopting the suggestions from Aguinis and Bradley (2014), we provided all participants with a between-subject design study with similar and sufficient contextual information (e.g., the role, tasks, and working environment of Chris) before the presentation of the job crafting manipulations, so that the participants in different conditions had access to the same background information for making comparable judgments. Based on this context, we then manipulated the job crafting behaviors (see Appendix A). The scenario materials were pre-tested with 170 Bachelor students (44% Male, *M_age* = 19, *SD_age* = 2.04) in the Netherlands. Participants either read the approach or avoidance job crafting condition. Adopting the job crafting scale from Tims et al. (2012), three items were created to measure avoidance job crafting, such as "Chris makes sure that his/her work is less intense" (α = 0.89). Moreover, three items were created to measure approach job crafting, such as "Chris tries to learn new things at work" (α = 0.95). Response options ranged from 1 (*Strongly disagree*) to 7 (*Strongly agree*). In line with the manipulations, participants in the high avoidance crafting condition reported higher levels of avoidance crafting than participants in the low avoidance crafting condition (*M_low* = 2.67, *M_high* = 5.70, t (81)= −13.63, $p < .01$). Also, participants in the high approach crafting condition reported higher levels of approach crafting than participants in the low approach crafting condition (*M_low* = 1.69, *M_high* = 5.58, t (84)= −18.98, $p < .01$).

Participants

For the main study, we recruited 112 supervisors using the online data collection platform Prolific. The platform allows researchers to select participants

that identified themselves as a supervisor in their profile. To make sure these participants were supervisors at the moment they joined our study, we included an additional pre-screening question in our study, in which we asked the participants "At work, do you have any supervisory responsibilities? In other words, do you have the authority to give instructions to subordinates?" Of the 112 participants, 99 responded affirmatively and were invited to join our study. They received an incentive of £1 for their participation. Of these 99 supervisors, 38.4 percent of them were female and 78.8 percent of them were Caucasian. The mean age of supervisors was 35.53 years (SD = 9.45). Regarding education levels, 68.7 percent of supervisors had completed a Bachelor's degree or higher. On average, supervisors worked for 6.47 years (SD = 5.34) in their current company. Supervisors worked on average 37.24 hours per week (SD = 7.81). The supervisors were on average responsible for 16.37 employees. The supervisors were employed in a variety of industries, such as education (18.2%), healthcare (9.1%), business (8.1%) and hospitality (7.1%).

Procedure

Participants were randomly assigned to one of the four conditions: 2 (high or low avoidance job crafting) 2 (high or low approach job crafting) in a between-subject design. The order of avoidance job crafting and approach job crafting presentation was randomized. The job crafting manipulation was based on Tims et al.'s (2012) conceptualization of job crafting. After reading the text, the participants answered two attention check questions: "Does Chris avoid some tasks and interactions that are part of his or her duties?" and "Does Chris engage in some tasks and interactions that are over and above his or her duties?" Response options were 1 = Yes, 2 = No, and 3 = I do not know. Ninety-two participants passed the attention check and were included in our analysis. Finally, the participants indicated to what extent they thought Chris's behaviors were destructive, and how likely it would be that they would support Chris.

Measurement Instruments

Evaluation of Job Crafting Behavior. Adopting the measurement of constructive voice from Whiting et al. (2012), we created three items to measure the supervisor's evaluation of the job crafting behaviors. These items included "Overall, Chris's behaviors are constructive" (reverse coded), "Overall, Chris's behaviors are likely to impair the performance of the team" and "Overall, Chris's behaviors are harmful to the team's operation" (α = 0.76). Response options ranged from 1 (*Strongly disagree*) to 7 (*Strongly*

agree). A higher score indicates that respondents rated the crafting behavior as destructive.

Supervisor Support. We used the same nine-item scale as in Study 1 to measure supervisor support and added the following instruction: "As Chris's supervisor, please indicate how likely it is that you would respond to Chris in the following way:" This instruction was followed by the items; an example item is: "I would make sure Chris gets the credit when s/he accomplishes something substantial on the job" ($\alpha = 0.90$). Response options ranged from 1 (*Extremely unlikely*) to 7 (*Extremely likely*).

RESULTS AND DISCUSSION OF STUDY 2

Measurement Model

Similar to Study 1, CFAs with item parceling were conducted in Mplus. This resulted in the creation of three parcels for modeling supervisor support, by randomly assigning items to the indicators. Because the evaluation of the job crafting behavior contains only three items, items were not parceled in the analysis. Initial model fit of the two-factor model was not satisfactory: (χ^2 (8) = 20.39, $p < .01$, RMSEA = 0.13, CFI = 0.95, TLI = 0.91, SRMR = 0.09). To improve model fit, we adopted the suggestion from the modification indices function in Mplus, and drew a correlation between two items from the scale of evaluation of job crafting behavior ("Overall, Chris's behaviors are likely to impair the performance of the team" and "Overall, Chris's behaviors are harmful to the team's operation"). The proposed model then showed acceptable fit to the data (χ^2 (7) = 8.61, $p = 0.28$, RMSEA = 0.05, CFI = 1.0, TLI = 0.99, SRMR = 0.03, $\Delta\chi^2/\Delta df = 11.78/1$, $p < .01$). All indicators loaded significantly on their intended latent variables. We compared our proposed model with an alternative model, where the two variables formed one factor (χ^2 (8) = 26.91, $p < .01$, RMSEA = 0.16, CFI = 0.93, TLI = 0.86, SRMR = 0.09, $\Delta\chi^2/\Delta df = 18.30/1$, $p < .01$) and our proposed model showed a significantly better fit compared to the alternative model.

Test of Direct Effects

A multivariate analysis of variance (MANOVA) was conducted in SPSS to examine the main effects of avoidance and approach job crafting on the evaluation of job crafting behavior and supervisor support, as well as the interaction effect of avoidance and approach job crafting on evaluation of job crafting and supervisor support. Although the main effects were all significant, as discussed below, the interaction between avoidance job crafting and approach job crafting on the evaluation of job crafting behavior and

supervisor support were not significant ($F = 1.41$, $p = .24$, $\eta_p^2 = .02$) and ($F = 0.48$, $p = .49$, $\eta_p^2 = .01$) respectively, thus replicating the finding of Study 1, and rejecting Hypothesis 5. Below, we present the results of the main effects after excluding this interaction effect. Descriptive statistics and correlations between variables are provided in Tables 3 and 4.

The results showed that avoidance job crafting had significant effects on the evaluation of job crafting ($F = 62.96$, $p < .001$, $\eta_p^2 = .42$) and supervisor support ($F = 7.09$, $p = .01$, $\eta_p^2 = .08$). Analysis of the marginal means showed that in the high avoidance job crafting condition, the mean rating of job crafting destructiveness was always higher, whereas the mean of supervisor support was always lower (*M*s are 4.22 and 5.61, respectively) compared to the low avoidance job crafting condition (*M*s are 2.59 and 6.04, respectively), supporting Hypothesis 2.

The results further showed that approach job crafting had significant effects on the evaluation of job crafting ($F = 16.72$, $p < .001$, $\eta_p^2 = .16$) and supervisor support ($F = 5.28$, $p = .02$, $\eta_p^2 = .06$). Analysis of the marginal means showed that in the high approach job crafting condition, the mean ratings of job crafting destructiveness were always lower, and of supervisor support they were always higher (*M*s are 2.99 and 6.01, respectively) compared to the low approach job crafting condition (*M*s are 3.82 and 5.64, respectively).

Test of Indirect Effects

To test the proposed mediation model, Model 4 of the SPSS Macro developed by Hayes (2017) was used. In terms of the direct effect, the result of the mediation model is consistent with the results of the MANOVA.[2] Bootstrap estimates (5,000) and a bias-corrected confidence interval (95%) were used to test the indirect effect. The indirect effect from avoidance job crafting via evaluation of job crafting as destructive on supervisor support was significant ($b = -0.34$, 95% CI [−.69, −.08]), supporting Hypothesis 7.

To summarize, by manipulating employee avoidance and approach job crafting in Study 2, we found that supervisors were indeed more likely to judge job crafting as destructive and thus react with less support when the employee engaged in high avoidance job crafting. We also found that supervisors judged and reacted to the employee more positively when s/he engaged in

[2] In the high avoidance job crafting condition, the crafting behavior was evaluated as more destructive ($b = 1.58$, $p < .001$) compared to the low avoidance job crafting condition. On the other hand, in the high approach job crafting condition, supervisors perceived the crafting behaviors as less destructive ($b = -.76$, $p < .001$) compared to the low approach job crafting condition. Moreover, when the job crafting behaviors were evaluated to be more destructive, the supervisors indicated they were more likely to decrease their social support to the employee ($b = -.22$, $p < .01$).

TABLE 3
Summary of Conditions and Descriptive Statistics of Study 2

Condition	*AVJC*	*APJC*	*N*	*Destructive*		*Supervisor support*	
				M	SD	M	SD
1	High	High	24	3.68	0.84	5.85	0.78
2	High	Low	20	4.77	0.81	5.36	0.76
3	Low	High	24	2.29	0.91	6.18	0.69
4	Low	Low	24	2.89	1.28	5.91	0.90

Notes. AVJC = avoidance job crafting, APJC = approach job crafting.

TABLE 4
Correlations of the Studied Variables in Study 2

	M	SD	*1*	*2*	*3*	*4*
1. AVJC						
2. APJC						
3. Evaluation of JC as destructive	3.35	1.33	0.60**	−0.29**	–	
4. Social support	5.85	0.82	−0.25*	0.22*	−0.38**	–

Notes. AVJC = avoidance job crafting, APJC = approach job crafting. For AVJC and APJC, 0 = low, 1 = high. *$p < .05$; **$p < .01$. Two-tailed.

high approach job crafting. Furthermore, in line with Study 1, approach job crafting did not function as a moderator that reduced the negative relationship between supervisor-rated avoidance job crafting and supervisor-rated social support. The experimental design in Study 2 improved our causal inference; thus, we are confident that avoidance job crafting is likely to lead to negative reactions from supervisors.[3]

GENERAL DISCUSSION

In this paper, we explicitly test whether supervisors observe their employees' avoidance job crafting, and if so, how they react to these employees. While it

[3] Robustness checks. Our results could be affected by potential lack of realism (Whiting et al., 2012). Thus, we asked participants "To what extent did you find the scenario easy to imagine?" (5-point scale ranging from 1 (*Extremely difficult*) to 5 (*Extremely easy*) and "To what extent does the situation described in the scenario seem likely to occur in a restaurant?" (5-point scale ranging from 1 (*Extremely unlikely*) to 5 (*Extremely likely*). We included these two control variables in our analysis and the results remained unchanged. We also explored their interaction effects on all of our hypothesized paths, and none of them were significant (results available upon request by the first author).

has been argued and implied that the social environment has implications for job crafting (e.g., Bizzi, 2017; Dust & Tims, 2019), the present study shows the importance of taking into account how observers—in our case supervisors—perceive and respond to job crafting. This is a much-needed contribution given that job crafting studies have focused mainly on the individual perception of job crafting and its outcomes, whereas it may be a behavior that is disturbing or helpful to others in the work environment as well (cf. Tims & Parker, 2020). With our explicit focus on avoidance job crafting, while also including approach job crafting, we aimed to examine an alternative explanation for the inconsistent findings of avoidance job crafting with individual outcomes.

With regard to the visibility of job crafting, we found that supervisors seem to observe their employees' job crafting behaviors while previous job crafting studies generally assumed that job crafting would be largely invisible to supervisors (Lyons, 2008; Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). Job crafting is different from other forms of proactive behavior (e.g., i-deals, voice behavior, issue selling), in that it has been positioned as an individual behavior focusing on improving one's own job design. As the first empirical paper to test the assumption of the visibility of job crafting, our dyadic field study provides evidence that supervisors do observe the avoidance job crafting of their employees. Although the correlation between self-rated and supervisor-rated avoidance job crafting is moderate ($r = 0.33$, $p < .001$), we found substantial relationships with supervisor reactions towards the observed employees' avoidance job crafting. This finding suggests that the supervisor's perspective deserves more attention in job crafting research.

In terms of reactions, our findings showed that when a supervisor observed avoidance job crafting, s/he reported fewer supportive behaviors to that individual (Study 1), which may suggest that supervisors indeed signal to the employee that they do not appreciate their avoidance job crafting. In the vignette study (Study 2), we not only replicated these findings, but also provided an explanation for this relationship: when avoidance job crafting is observed, a supervisor is more likely to perceive it as a destructive behavior. This result is consistent with the voice literature (Whiting et al., 2012), where it has been found that only if employee voice is judged to be constructive, it leads to positive outcomes.

Theoretically, by introducing a social perspective to the job crafting literature, this study helps to explain why avoidance job crafting, that is aimed to maintain employee well-being, may still result in negative employee outcomes. Namely, drawing on the integrative framework of Parker et al. (2019), proactive behaviors are likely to have an impact on several aspects of work (i.e. the individual, the task, and the relational context). Therefore, when supervisors perceive avoidance job crafting and evaluate it as a behavior that is not helpful

(e.g., in achieving the tasks and in maintaining social relationships), they are likely to respond negatively. As a consequence, it is unlikely that employees can experience the intended benefits of this form of job crafting. That is, the negative reaction may decrease the effectiveness of avoidance job crafting and further hinder employees' work-related well-being and success at work.

Another contribution of the present study relates to the examination of the moderating role of employee political skill as it advances the job crafting literature by identifying a skill that can prevent negative responses to avoidance job crafting. The results of the field study showed that supervisors were less likely to observe employees' avoidance job crafting when employees had high political skill. As a consequence, these employees could prevent the negative reaction of their supervisors. In line with Ferris et al. (2005), this finding implies that being aware of the social situation at work may help employees to adjust their behavior to increase the effectiveness of their proactive behaviors. While the interaction between political skill and proactivity has been studied in the literature (e.g., Sun & Van Emmerik, 2015), our findings add to this literature by showing that political skill may be used to achieve personal goals as well, as opposed to promote the visibility of these proactive behaviors to others. This finding may indicate that socially adept individuals understand the implications of their avoidance job crafting behaviors and act in ways that enable them to enjoy the benefits of this behavior.

Surprisingly, in both studies, approach job crafting did not influence the relationship between avoidance job crafting and supervisor support. When proposing approach job crafting as a moderator in the relationship between avoidance job crafting and supervisor support, we formulated our argument based on the idea of job crafting profiles (Mäkikangas, 2018; Zhang & Parker, 2019). That is, job crafting behaviors should not be studied as separate behaviors but as a whole. We therefore expected that supervisors may do exactly the same: they consider the overall profile of employees' job crafting, including both avoidance and approach job crafting when forming an opinion about an employee. Further elaborating on this argument, the studies we relied on for this theorizing adopt an individual perspective using self-reports of both approach and avoidance job crafting, which may not be generalized to understand how supervisors perceive job crafting. Specifically, while job crafters may perceive both approach and avoidance job crafting as part of their overall efforts to optimize their job design, the supervisor may not see these behaviors in the same way, as they are indeed of a different nature. When observing avoidance job crafting, a supervisor may perceive it as an attempt to avoid tasks, whereas when they observe approach job crafting behaviors (e.g., an employee learning new things, grasping opportunities) they may value these behaviors and even expect them from employees. The avoidance job crafting thus may get more attention from the supervisor compared to the approach forms of job crafting.

This finding actually underscores our arguments that it is important to examine whether and how supervisors perceive job crafting. Whereas research has shown that job crafters may think of their avoidance and approach behaviors as a whole, supervisors may be more likely to think of these two types of crafting behavior in a separate way and may mainly focus on the avoidance job crafting behaviors. This different viewpoint from the perspective of the supervisor may provide an explanation as to why the interaction effect was not found in the present study.

Directions for Future Research

The present study shows that taking into account others' observations and reactions to job crafting provides more insight into the interpersonal consequences of avoidance job crafting. In light of our compelling findings that supervisors do notice, evaluate and react to job crafting, it may be fruitful to identify other types of judgments and/or feelings (e.g., fairness, anger, envy) that may occur when observing job crafting, and other potential reactions (e.g., performance evaluations, promotions). Specifically, we focused on the perceived contribution of job crafting behavior and supervisor support, while observing avoidance job crafting may also trigger anger or frustration that may, in turn, result in strong negative reactions such as reprimands or denied opportunities for advancement. Revealing these observer judgments and reactions can provide further understanding of the unintended consequences of job crafting.

Furthermore, given our findings that supervisors evaluate avoidance job crafting negatively and hence lower their support to the job crafter, it is important to examine how these negative consequences can be prevented. Our study found that socially adept individuals can utilize their political skills to craft their job in ways that enable them to avoid negative consequences. Future studies can examine under which conditions avoidance job crafting might be justified and/or tolerated and would not trigger negative reactions. When supervisors recognize that avoidance job crafting may enable the employee to conserve resources (Zhang & Parker, 2019) and prevent burnout (Plomp et al., 2016), this behavior could be valued by supervisors as it can sustain employee health and well-being.

Moreover, as the social context of the job crafter is not limited to the supervisor, it would be interesting to explore how others (e.g., colleagues, customers) respond to these proactive behaviors given that they are also likely to be observers or even targets of an individual's job crafting actions (cf. Tims & Parker, 2020). Because different types of observers have different needs and expectations from the job crafter, they are also expected to judge and react to the same type of job crafting behavior differently.

Finally, the current study focused on the supervisor's reaction to the job crafter (i.e. supervisor-rated support), but did not examine the employees' subsequent reactions, such as work engagement or satisfaction. To further examine the influence of observers in determining job crafting effectiveness, it is essential that future studies test whether the observer's positive or negative reaction can explain the impact of job crafting on such individual outcomes. A consideration of others' responses has the potential to explain the circumstances under which an individual can benefit from her/his job crafting behaviors or actually solicits negative responses from others. The next step would be to include these individual outcomes in future studies and to examine whether negative responses of others indeed explain lower levels of work engagement and higher levels of stress (e.g., Tims & Parker, 2020).

Study Limitations

Several limitations of this study should be considered when interpreting the results. First, we collected cross-sectional data in Study 1, which precludes the ability to make causal interpretations. However, we conducted a second study in which we experimentally manipulated avoidance and approach job crafting and then asked the respondents how they would react to these behaviors. Being able to replicate the findings of Study 1 in this way helps to be more confident about the causal order of the relationships.

Moreover, we used student-recruited samples in Study 1, which may raise concerns about the quality of our data. However, Wheeler, Shanine, Leon, and Whitman (2014) conducted a meta-analysis and found that the results from student-recruited samples and non-student-recruited samples were not meaningfully different. Moreover, using student-recruited data increases the external validity due to the accessibility to many different networks (Demerouti & Rispens, 2014). Furthermore, with sensitive topics, such as avoidance job crafting, it may even be necessary to rely on student-recruited data because organizations may not be willing to participate in such research (Hochwarter, 2014).

Practical Implications

Our studies have interesting implications from both the perspective of the supervisor and the employee. First, from the perspective of the supervisor, our findings imply that it is important for supervisors to be mindful of their negative responses to avoidance job crafting. Testing the implicit assumptions that underlie these negative responses through engaging in regular conversations with employees is crucial as this can provide insight into whether these crafting behaviors are actually harmful for the task and/or for others. If they are, supervisors could discuss what resources the job crafter might be

lacking. This type of conversation would enable both the job crafter and the supervisor to be more sensitive to mutual needs and expectations (Guest & Conway, 2002), which contributes to a more sustainable employment relationship characterized by a balance between the needs of both job crafters and their supervisors.

Secondly, from the perspective of employees, it is important that employees are aware that these job crafting behaviors actually are to some extent visible to supervisors. These behaviors even have social consequences as our studies showed that it can result in reduced levels of supervisor support, which can negatively affect job satisfaction and well-being (Hershcovis & Barling, 2010). While engaging in avoidance job crafting helps employees in stressful situations to conserve resources and prevent burnout (e.g., Tims et al., 2013), it may come at a cost. Using the framework of wise proactivity, it is suggested to use avoidance job crafting in a way that is helpful for the individual but prevents negative implications for the tasks and others, as herewith negative responses from supervisors can be prevented. As political skill has been shown to help crafters, improving this skill by training, practice, and experience (Ferris et al., 2007) is valuable, such that employees can use avoidance job crafting to maintain well-being while avoiding the negative responses to this form of job crafting by supervisors.

REFERENCES

Aguinis, H., & Bradley, K.J. (2014). Best practice recommendations for designing and implementing experimental vignette methodology studies. *Organizational Research Methods*, *17*, 351–371.

Bakker, A.B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, *22*, 273–285.

Bakker, A.B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, *65*, 1359–1378.

Bentler, P.M., & Chou, C.P. (1987). Practical issues in structural equation modeling. *Sociological Methods and Research*, *16*, 78–117.

Berg, J.M., Wrzesniewski, A., & Dutton, J.E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, *31*, 158–186.

Bizzi, L. (2017). Network characteristics: When an individual's job crafting depends on the jobs of others. *Human Relations*, *70*, 436–460.

Bruning, P.F., & Campion, M.A. (2018). A role–resource approach–avoidance model of job crafting: A multimethod integration and extension of job crafting theory. *Academy of Management Journal*, *61*, 499–522.

Carlson, D.S., Kacmar, K.M., Grzywacz, J.G., Tepper, B., & Whitten, D. (2013). Work-family balance and supervisor appraised citizenship behavior: The link of positive affect. *Journal of Behavioral and Applied Management*, *14*, 87–107.

Demerouti, E., & Rispens, S. (2014). Improving the image of student-recruited samples: A commentary. *Journal of Occupational and Organizational Psychology*, *87*, 34–41.

Duffy, M.K., Ganster, D.C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, *45*, 331–351.

Dust, S.B., & Tims, M. (2019). Job crafting via decreasing hindrance demands: The motivating role of interdependence misfit and the facilitating role of autonomy. *Applied Psychology: An International Review*, *69*, 1–32.

Fast, N.J., Burris, E.R., & Bartel, C.A. (2014). Managing to stay in the dark: Managerial self-efficacy, ego-defensiveness, and the aversion to employee voice. *Academy of Management Journal*, *57*, 1013–1034.

Ferris, G.R., Treadway, D.C., Kolodinsky, R.W., Hochwarter, W.A., Kacmar, C.J., Douglas, C., & Frink, D.D. (2005). Development and validation of the political skill inventory. *Journal of Management*, *31*, 126–152.

Ferris, G.R., Treadway, D.C., Perrewé, P.L., Brouer, R.L., Douglas, C., & Lux, S. (2007). Political skill in organizations. *Journal of Management*, *33*, 290–320.

Grant, A.M., & Ashford, S.J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, *28*, 3–34.

Grant, A.M., Parker, S., & Collins, C. (2009). Getting credit for proactive behavior: Supervisor reactions depend on what you value and how you feel. *Personnel Psychology*, *62*, 31–55.

Greenhaus, J.H., Parasuraman, S., & Wormley, W.M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*, *33*, 64–86.

Guest, D.E., & Conway, N. (2002). Communicating the psychological contract: An employer perspective. *Human Resource Management Journal*, *12*, 22–38.

Harris, K.J., Kacmar, K.M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The Leadership Quarterly*, *18*, 252–263.

Hayes, A.F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York, NY: Guilford Press.

Hershcovis, M.S., & Barling, J. (2010). Comparing victim attributions and outcomes for workplace aggression and sexual harassment. *Journal of Applied Psychology*, *95*, 874–888.

Hochwarter, W. (2014). On the merits of student-recruited sampling: Opinions a decade in the making. *Journal of Occupational and Organizational Psychology*, *87*, 27–33.

Jawahar, I.M., & Liu, Y. (2016). Proactive personality and citizenship performance: The mediating role of career satisfaction and the moderating role of political skill. *Career Development International*, *21*, 378–401.

Kacmar, K.M., Witt, L.A., Zivnuska, S., & Gully, S.M. (2003). The interactive effect of leader-member exchange and communication frequency on performance ratings. *Journal of Applied Psychology*, *88*, 764–772.

Landis, R.S., Beal, D.J., & Tesluk, P.E. (2000). A comparison of approaches to forming composite measures in structural equation models. *Organizational Research Methods*, *3*, 186–207.

Lazazzara, A., Tims, M., & De Genaro, D. (2020). The process of reinventing a job: A meta-synthesis of qualitative job crafting research. *Journal of Vocational Behavior*, *116*, 1–18.

Lichtenthaler, P.W., & Fischbach, A. (2019). A meta-analysis on promotion- and prevention-focused job crafting. *European Journal of Work and Organizational Psychology*, *28*, 30–50.

Little, T.D., Cunningham, W.A., Shahar, G., & Widaman, K.F. (2002). To parcel or not to parcel: Exploring the question, weighing the merits. *Structural Equation Modeling*, *9*, 151–173.

Lyons, P. (2008). The crafting of jobs and individual differences. *Journal of Business Psychology*, *23*, 25–36.

Mäkikangas, A. (2018). Job crafting profiles and work engagement: A person-centered approach. *Journal of Vocational Behavior*, *106*, 101–111.

Marescaux, E., De Winne, S., & Sels, L. (2019). Idiosyncratic deals from a distributive justice perspective: Examining co-workers' voice behavior. *Journal of Business Ethics*, *154*, 263–281.

Muthén, L.K., & Muthén, B.O. (2008). *Mplus (Version 5.1)*. Los Angeles, CA: Muthén & Muthén.

Ng, T.W. (2017). Can idiosyncratic deals promote perceptions of competitive climate, felt ostracism, and turnover? *Journal of Vocational Behavior*, *99*, 118–131.

Paglis, L.L., & Green, S.G. (2002). Both sides now: Supervisor and subordinate perspectives on relationship quality. *Journal of Applied Social Psychology*, *32*, 250–276.

Parker, S.K., Wang, Y., & Liao, J. (2019). When is proactivity wise? A review of factors that influence the individual outcomes of proactive behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, *6*, 221–248.

Petrou, P., Demerouti, E., & Schaufeli, W.B. (2015). Job crafting in changing organizations: Antecedents and implications for exhaustion and performance. *Journal of Occupational Health Psychology*, *20*, 470–480.

Plomp, J., Tims, M., Akkermans, J., Khapova, S.N., Jansen, P.G., & Bakker, A.B. (2016). Career competencies and job crafting: How proactive employees influence their well-being. *Career Development International*, *21*, 587–602.

Preacher, K.J., Rucker, D.D., & Hayes, A.F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, *42*, 185–227.

Rofcanin, Y., Bakker, A.B., Berber, A., Gölgeci, I., & Las Heras, M. (2018). Relational job crafting: Exploring the role of employee motives with a weekly diary study. *Human Relations*, *72*, 859–886.

Rudolph, C.W., Katz, I.M., Lavigne, K.N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, *102*, 112–138.

Sin, H.P., Nahrgang, J.D., & Morgeson, F.P. (2009). Understanding why they don't see eye to eye: An examination of leader–member exchange (LMX) agreement. *Journal of Applied Psychology*, *94*, 1048–1057.

Skowronski, J.J., & Carlston, D.E. (1989). Negativity and extremity biases in impression formation: A review of explanations. *Psychological Bulletin*, *105*, 131–142.

Sun, S., & van Emmerik, H.I. (2015). Are proactive personalities always beneficial? Political skill as a moderator. *Journal of Applied Psychology*, *100*, 966–975.

Tims, M., & Bakker, A.B. (2010). Job crafting: Towards a new model of individual job redesign. *Journal of Industrial Psychology*, *36*, 1–9.

Tims, M., Bakker, A.B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, *80*, 173–186.

Tims, M., Bakker, A.B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, *18*, 230–240.

Tims, M., Bakker, A.B., & Derks, D. (2015). Examining job crafting from an interpersonal perspective: Is employee job crafting related to the well-being of colleagues? *Applied Psychology: An International Review*, *64*, 727–753.

Tims, M., & Parker, S.K. (2020). How coworkers attribute, react to, and shape job crafting. *Organizational Psychology Review*, *10*, 29–54.

Van den Heuvel, M., Demerouti, E., & Peeters, M.C.W. (2015). The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being. *Journal of Occupational and Organizational Psychology*, *88*, 511–532.

Wheeler, A.R., Shanine, K.K., Leon, M.R., & Whitman, M.V. (2014). Student-recruited samples in organizational research: A review, analysis, and guidelines for future research. *Journal of Occupational and Organizational Psychology*, *87*, 1–26.

Whiting, S.W., Maynes, T.D., Podsakoff, N.P., & Podsakoff, P.M. (2012). Effects of message, source, and context on evaluations of employee voice behavior. *Journal of Applied Psychology*, *97*, 159–182.

Wihler, A., Blickle, G., Ellen, B.P. III, Hochwarter, W.A., & Ferris, G.R. (2017). Personal initiative and job performance evaluations: Role of political skill in opportunity recognition and capitalization. *Journal of Management*, *43*, 1388–1420.

Wisse, B., Barelds, D.P., & Rietzschel, E.F. (2015). How innovative is your employee? The role of employee and supervisor Dark Triad personality traits in supervisor perceptions of employee innovative behavior. *Personality and Individual Differences*, *82*, 158–162.

Witt, L.A., Kacmar, K.M., Carlson, D.S., & Zivnuska, S. (2002). Interactive effects of personality and organizational politics on contextual performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *23*, 911–926.

Wrzesniewski, A., & Dutton, J.E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, *26*, 179–201.

Zhang, F., & Parker, S.K. (2019). Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review. *Journal of Organizational Behavior*, *40*, 126–146.

APPENDIX A

JOB CRAFTING VIGNETTES

Please imagine you are a restaurant manager and one of your tasks is to supervise the servers. You need to supervise a newly recruited server, named Chris. After some thoughts, you decide that Chris will be responsible to take orders from the customers, to serve the drinks and foods, and to take care of the bills, because all these tasks are also performed by other new servers. If Chris needs further guidance, you have assigned Lesley to be Chris's mentor and to help Chris with any question that may arise during the work shift. Chris has worked in the restaurant for six months by now. Now, your task is to reflect on what Chris has done at work and decide how you would treat Chris based on these work behaviors.

This is what you have noticed in the past months about how Chris performs his/her work. After reflecting on his/her behavior, you are asked to answer statements regarding these behaviors.

You have often [never] seen Chris changing aspects of the job on his or her own initiative to better align the job with his or her skills, abilities, and preferences. Here is your observation of Chris's behavior:

	High	*Low*
AVJC	Chris often avoids tasks and interactions that are part of the duties of a beginning server. For example, you don't see Chris serving specific difficult guests in the restaurant or doing chores in the kitchen. You also noticed that Chris does not go to the assigned mentor Lesley when there is a problem in the restaurant.	Chris does not avoid any tasks and interactions that are part of the duties of a beginning server. For example, you see Chris serving every guest in the restaurant and doing chores in the kitchen. You also realized that Chris goes to his or her assigned mentor Lesley when there is a problem in the restaurant.
APJC	Chris often engages in some tasks and interactions that are over and above the duties of a beginning server. For example, you see Chris seeking extra opportunities to learn to serve the guests. You also notice Chris seeking extra feedback from Lesley at work. You also realize Chris proposed to change the specific routine in the restaurant to improve efficiency.	Chris does not engage in any tasks and interactions that are over and above the duties of a beginning server. For example, you don't see Chris seeking extra opportunities to learn to serve the guests. You also don't notice Chris seeking extra feedback from Lesley at work. You also notice Chris adapted to the specific routing in the restaurant without changing anything.

Notes. The order of avoidance job crafting and approach job crafting presentation was randomized. "At the same time" was shown in between the manipulations to connect the two observations.